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CL 611 Foundations of Leadership

Richard Gray

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FOUNDATIONS OF LEADERSHIP

CL 611
Dr. Rick Gray

DESCRIPTION:

This course is designed to introduce students to the historical development of the leadership discipline. Special attention will be given to the theoretical constructs that under-gird the major leadership paradigms beginning with the Great Man Era and ending with the Age of Complexity. This course will be sensitive to the interplay between secular management theory and its usefulness to a Christian context.

Learning objectives of the course are as follows: The student will be able. . .

1. To articulate the most effective ways to attain proficiency in the art and practice of Leadership,
2. To employ classic leadership theory and the basic disciplines for personal Christian leadership development,
3. To practice management, decision-making, and leadership selection/development skills,
4. To articulate and practice how to accept and respond to management and leadership within the Church and various Christian ministries while utilizing key strategies for developing other servant leaders,
5. To articulate the relevance of leadership theory for the development and growth of the church
6. To demonstrate an understanding of the four classic organizational frames
7. To recognize selected organizational change processes and how to resolve the inherent conflicts that accompany change.

REQUIRED READING:

Clinton, J. Robert, *The Making of a Leader*. Colorado Springs: NavPress, 1988. 272 pages
Crainer, Stuart., *The Management Century: A Critical Review of 20th Century Thought and Practice*. San Francisco, CA: Jossey-Bass Publishers, 2000. 262 pages
Hersey, Paul and Ken Blanchard., *Management of Organizational Behavior*. Englewood Cliffs, NJ: Prentice Hall, 1996. 536 pages
Wren, Thomas J., *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995. 554 pages

RECOMMENDED READING:

Yukl, Gary A., *Leadership in Organizations*. Englewood Cliffs, NJ: Prentice Hall, 1982
Shriberg, Lloyd, Shriberg., *Practicing Leadership*. New York: John Wiley & Sons, 1997.

ASSIGNMENTS:

In addition to mid-term and final exams, each student is required to produce a Leadership Development Study (LDS) on the life of an approved Christian leader. Each student will also be expected to read 1200 pages of materials in the area of leadership and produce a critical reflection paper on assigned articles.

WRITTEN ASSIGNMENTS:

The following papers are due during the semester.

1. Focusing on your personal experience as a primary source of information, develop a 2 - 3 page paper which answers the following question: "I know a leader when I see one because . . ." Within this paper please address whether or not you feel yourself to be a leader based on your answer to the question.
2. A 10 – 15 page Leadership Development Study (LDS) on the life of a selected religious leader. Using biographies and autobiographies as the primary source of information you are to develop this tool which will show how God was at work in the life of the leader over an extended period of time. As a part of this study, two process items will be submitted for group interaction.
3. Incorporating the principles and insights discussed in this class, develop a 2 – 3 page critical interaction with three leadership/management articles as assigned.
4. A log that reflects the 1200 pages of reading in the area of leadership, (Your assigned reading may be used in this total.)

EXAMINATIONS:

There will be a mid-term exam that will cover the material contained in the first half of the readings and lectures. The exam will count for 30% of your final grade. Additionally, there will be a final exam that will count for 30% of your final grade.

GRADING:

15% writing assignments (excluding the LDS)
25% Leadership Development Study
30% Mid-Term exam
30% Final Exam

Note: Please see page 28 of the Asbury Theological Seminary catalog for standards for determining grades of A, B, C etc.

FOUNDATIONS OF LEADERSHIP
COURSE OUTLINE
CL 611

Week One

September 3, 2001

Focus Getting to Know Each Other and the Class

Focus Understanding Leadership (Overview)
Reading: Hersey/Blanchard Chp 1; Wren Chps 1-8

Leadership Reflection paper due

Week Two

September 10, 2001

Focus The Leadership Development Study
Reading: Clinton's *Making of a Leader*

Focus What is The Generalized Time Line?
Reading: Clinton

Week Three

September 17, 2001

Focus Coming to terms with Process Items
Reading: Clinton

Focus The Running Capsule
Reading: Clinton

Leadership Interaction paper #1 due

Week Four

September 24, 2001

Focus Leadership vs Management
Reading: Engstrom Chps 1, 2, 3; Hersey/Blanchard Chp 1;

Focus (Philosophy of Management exercise)

Turn in Generalized Time Line and one Process Item

Week Five

October 1, 2001

Focus The Great Man Era
Reading: Class Lecture; Hersey/Blanchard Chps 1 - 5

Focus An examination of Traits Era
Reading: Class Lecture; Hersey/Blanchard Chps 1 - 5

Leadership Interaction paper #2 due

Week Six

October 8, 2001

Focus An examination of Traits Era (cont).
ReadingClass Lecture; Hersey/Blanchard Chps 1-5

Focus An examination of Behavior Era
ReadingClass Lecture; Hersey/Blanchard Chps 1 - 5

Week Seven **October 15, 2001**
Focus An examination of Behavior Era (cont).
Reading: Hersey/Blanchard Chps 1- 5

Mid-Term Exam

Week Eight **October 22, 2001**
Focus An examination of Contingency Theory
Reading: Hersey/Blanchard Chp 8.

Focus An examination of Leadership Styles
Reading: Hersey/Blanchard Chp 8.

Turn in Second Process Item

Week Nine **October 29, 2001**
Focus Leadership and Power
Reading: Hersey/Blanchard Chp 9.

Focus Correlating Leader Style, Power and Follower Maturity
Reading: Hersey/Blanchard Chp 9.

Leadership Interaction paper #3 due

Week Ten **November 5, 2001**
Focus The Art of Delegation.
Reading: Engstrom Chps 14, 15, and 16; Hersey/Blanchard Chp 12.

Focus Planning and Organization.
Reading: Engstrom Chps 14, 15, and 16; Hersey/Blanchard Chp 12.

Week Eleven **November 12, 2001**
Focus Covey's Three Roles of a Leader
Reading: Class Lecture: Shriberg & Shriberg

Focus Critical Model Leadership
Reading: Class Lecture: Shriberg & Shriberg

Week Twelve **November 19, 2001**

Reading Week (Enjoy)

Week Thirteen **November 26, 2001**

Focus Conflict
Reading: Hersey/Blanchard Chp 19

Focus (Conflict Styles exercise)
Reading: Hersey/Blanchard Chp 19

LDS Due

Week Fourteen

December 3, 2001

Focus 21st Century Leadership
Reading: Shriberg and Shriberg

Focus (Burn out and Stress exercise)

Turn in Reading Log

Week Fifteen

December 10, 2001

Final Exam

Reading Log

Name:

Spo #

Date:

Book Title

Number of Pages

Total Pages read